

CITY COUNCIL MEETING
March 23, 1993

Special Town
Hall mtg.

BUDGET PRESENTATION FOR PUBLIC WORKS DEPARTMENT
(ADMINISTRATION, ENGINEERING AND BUILDING & EQUIPMENT
MAINTENANCE)

CC-21(b)

Mayor Pro Tempore Sieglock opened the meeting.

Public Works Director Ronsko and the following staff members presented reports on the staffing, various duties, privatization, cost reductions and revenue enhancements of each division and answered several questions from the Council:

- a) Sharon Blaufus, Administrative Assistant (Administration);
- b) Rich Prima, Assistant City Engineer (Engineering Division); and
- c) Dennis Callahan, Building and Equipment Maintenance Superintendent (Building and Equipment Maintenance Division).

The following persons spoke regarding the matter:

- a) Penny Beckman, 1022 Downing Drive, Lodi; and
- b) Virginia Lahr, 311 East Elm Street, Lodi.

Engineering Division

New & Increased Responsibilities - last 5 years

Development Services

- Subdivision grading plans & inspection
- Impact fee program administration
- Building permit review
- Soils report review
- Easement deeds for Electric Dept. PUE requirements
- Lot line adjustment maps/descriptions

Streets & Traffic

- Federal & Measure K funding planning & implementation (w/SJCOG)
- Traffic control plans per Caltrans requirements
- Congestion management program
- Cherokee Lane committee

Utilities

- San Joaquin water technical advisory committee
- Water/Wastewater infrastructure replacement funding & rate analysis
- DBCP treatment systems implementation
- Storm drain discharge permit program

General

- ADA implementation - parking lots & curb ramps
- San Joaquin Co. improvement standards committee
- OASIS committee (emergency response coordination)
- Local area network & microcomputer support
- CIP programming



PUBLIC WORKS DEPARTMENT

"Building a Better Community"

Mission Statement

To provide responsive and courteous service and to plan, design, construct, operate and maintain the City facilities assigned to Public Works in an efficient and professional manner.

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Under each division shown above will be the following information:

- A. General Description/5-Year Budget and Staffing
- B. Organization Chart
- C. Comparable Staffing by Other Agencies
- D. Privatization
- E. Possible Cost Reductions and Revenue Enhancements
- F. Funding Chart



MEMORANDUM, City of Lodi, Public Works Department

To: City Council
Citizens of Lodi

From: Public Works Director

Date: March 16, 1993

Subject: Town Hall Meeting Handout

The Public Works Department is a multi-service Department and is made up of the four operating Divisions shown below. There is also an administrative section which includes the Public Works Director and other administrative and clerical support.

- Engineering Division
- Building and Equipment Maintenance Division
- Street Division
- Water/Wastewater Division

These Divisions are very diverse and each Division Head has specialized training and experience in their field and is fully responsible for the operation of their Division. The Water/Wastewater Division operates as two separate enterprise utilities.

The format of this document includes Administration and each of the operating Divisions and covers the following subject matter for each:

- Description of responsibilities
- 5-year budget and staffing
- Organization chart
- Privatization
- Comparable staffing by other agencies
- Possible cost reductions and revenue enhancements
- Fund sources

Mission and Value Statement

Two years ago, the employees in the Public Works Department, working together, developed the attached Mission and Value Statement. The Mission Statement is our Department's purpose and goal. The mission and value statements are used as tools in making everyday decisions related to policy and departmental operation. After using this document for two years, I feel good about the time our Department spent in its development. I feel strongly that Lodi could benefit from having a similar policy statement for the whole City.

Privatization

Because of the Council's specific interest in privatization, I have provided a discussion on this topic which describes and explains that making a decision on whether or not to contract out is more than just looking at the initial savings. Because the City may be

faced with considering additional privatization, I wanted the Council to be aware of some of the considerations our Department has used in evaluating the advantages and disadvantages of contracting out.

5-Year Budget and Staffing

As part of the description of responsibilities for each Division, we have included the Division's budget amount and the number of full-time authorized positions over the past five fiscal years. We have also provided an explanation of the major increases and decreases in the budget amounts shown.

Training

In 1992/93, the Public Works Department reduced its budget for training, workshops and conferences by almost 40%. With the exception of a 25% reduction in general Departmental training, I am not proposing any further training reductions. I feel very strongly that, as the work force is decreased and we are asked to take on additional responsibilities, proper training becomes even more important to the Department's operation.

Facility Maintenance

The allocation of funds for preventative maintenance programs and general maintenance for the facilities we maintain is especially important during the times of tight budgets and financial shortfalls. **CUTTING BACK ON MAINTENANCE IS NOT A PRUDENT WAY TO SAVE MONEY.** If proper maintenance is not provided, the long-term costs of repairing or rebuilding facilities appreciably increases. The City has major investments in the following facilities, systems and plants maintained by the Public Works Department:

<u>City Facility, System, or Plant</u>	<u>Approximate Replacement Value</u>
Street System	\$ 70,000,000
Storm System	\$ 25,000,000
Sanitary System	\$ 50,000,000
Treatment Plant	\$ 40,000,000
Water System	\$ 50,000,000
Vehicles and Equipment	\$ 5,000,000 *
Buildings	\$ 20,000,000 *
TOTAL	\$260,000,000

*This includes only the equipment and buildings being maintained by the Public Works Department and does not include buildings such as Hutchins Street Square, Parks and Recreation, Library, and the larger Fire apparatus.

Since the City is not currently receiving or putting funds aside for equipment or facility replacement, except in Streets and for the treatment plant, the maintenance of our

facilities is even more important. A reasonable design life for the facilities shown above would be 50 years. Even if we said the facilities would last 100 years (and most of them will not), the City should be putting approximately 2.5 million dollars aside each year for facility replacement. We must evaluate how we're going to replace these facilities in the future.

Comparable Staffing


In prior years, we have evaluated the staffing of other agencies for street maintenance and equipment maintenance and have determined what would be reasonable levels of service. Our Department had not previously looked at administrative and clerical support, engineering or water and wastewater. The comparable staffing evaluations we recently completed in these other areas were very enlightening and we found that Lodi is using less staff than comparable cities to perform the same functions. The City Council should feel good about the high quality of service we provide the citizens with staffing that is less than most other comparable agencies. I don't believe there is any question that, in Lodi, the citizens are getting their money's worth.

Cost Reductions and Revenue Enhancements

Under each of the Divisions, we have recommended some possible cost reductions and revenue enhancements. With the exception of the Water/Wastewater enterprise funds, the amounts shown would have a direct effect on the City's General Fund and could be used to help balance the 1993/94 operating budget. It is felt that any savings or revenue enhancements made in Water/Wastewater should remain in those enterprise accounts to provide for some of the deficiencies that presently exist; i.e., system replacement, reasonable reserves, system upgrades, etc.

We have recommended that a number of additional revenue enhancements be considered. Of those recommended, approximately \$400,000 is simply charging out full overhead to all non-General Fund accounts. Full overhead would include not only the appropriate overhead in the Public Works Department, but also the full administrative overhead of the City Manager's office, City Attorney, City Council, etc. If we are to truly compete with private industry and evaluate additional privatization, it is important that we operate the City as a business and charge the full cost of its operation.

The Public Works Department is looking forward to presenting this material to the City Council on March 23 and 24 and answering any questions the Council and citizens may have.


Jack L. Ronsko
Public Works Director

JLR/lm
attachment



**CITY OF LODI
PUBLIC WORKS DEPARTMENT**

"BUILDING A BETTER COMMUNITY"

OUR MISSION

To provide responsive and courteous service and to plan, design, construct, operate and maintain the City facilities assigned to Public Works in an efficient and professional manner.

WE VALUE:

LODI'S FUTURE

We take pride in conserving resources.
We plan our work anticipating future needs.
We work to make Lodi a better place to live.
We encourage innovation and look for better ways.

QUALITY SERVICE

We believe in doing it right the first time.
We strive for excellence and take pride in our work.
We are responsive to citizen complaints and concerns.
We anticipate, listen, and respond to the needs of our community.

TEAMWORK

We encourage participation and ideas from all levels.
We believe our success depends on teamwork, trust, and honesty.
We believe that all employees play an important role in the departmental team.
We recognize our different values and skills; this diversity contributes to our success.

THE INDIVIDUAL

We take suggestions and complaints seriously.
We encourage individual initiative and acceptance of responsibility.
We promote the personal and professional growth of our employees.
We care about people, treat them fairly, and explain the decisions we make.

HEALTH & SAFETY

We plan our work with safety in mind.
We consider public health and safety our top priority.
We work safely and encourage others to do the same.
We provide protective clothing, equipment and training to work safely and efficiently.

PRIVATIZATION

It is clear, from the previous town meetings, that the City Council is interested in privatization and what can be contracted out. In Public Works, the answer to "What can be contracted out?" is the same as with many City departments; that is, EVERYTHING. The question, "Can we save money and still provide acceptable service?" must be answered positively if we are to contract out any given task. In general, the three major factors in evaluating privatization are listed below. However, in evaluating and making the decision whether or not to contract out, a number of other factors have to be considered and these are discussed later.

Major Reasons for Contracting Out

- dollar savings
- existing workload or time restraints
- lack of expertise or specialized equipment

The Public Works Department currently contracts out around forty different types of tasks. The privatization used by each Division is included as part of the Division material provided in this packet and also indicates the major reason(s) for contracting out. The two major Public Works areas we currently contract out which were previously done by full-time City employees are:

Janitorial Maintenance - The Public Works Department had a janitorial work force who maintained the majority of the City buildings. In 1979, this work was contracted out and the employees requesting to be kept on were reassigned to the Water/ Wastewater and Street maintenance forces.

Landscape Maintenance - Landscape maintenance of Public Works facilities (i.e., around City buildings, street medians, parking lots, well sites and pumping stations) was accomplished by full-time Parks and Recreation Department employees. In 1979, it was decided to contract out this type of landscape maintenance.

Prior to making a decision on contracting out work, there are other areas besides just cost, existing workloads or time restraints, and lack of expertise or equipment that have to be evaluated. Listed below are a few of these areas along with specific examples:

1. Initial cost versus potential long-term cost

The City formally evaluated contracting out the operation of our White Slough Treatment Facility in 1979. As part of this evaluation, we found there were contractors who would come in and "low ball", providing a very attractive initial cost. When the agency has lost all of its trained personnel and done away with all of its specialized equipment, the contractor could

drastically increase the operational costs since the public agency would have difficulties getting back into the business once they gave up providing the service.

There is also no incentive for an outside contractor to properly maintain the City's equipment. Therefore, long-term cost of equipment replacement could increase.

2. Warranty work

There's some work that must be done by certified firms or dealerships in order to maintain the warranty on a specific item or piece of equipment.

3. Providing emergency response

If the City was to contract out all of its waterline maintenance work and repair and an emergency occurred, contractors may not be able to drop everything and call in their work forces from different areas to make immediate response.

4. Equipment down time

If the City was to contract out all equipment maintenance to a local garage, would they be able to drop all work in order to make a repair to a vehicle needed to keep a maintenance crew working in the field?

5. Cost of administering contracts

Some types of privatization take staff time to ensure that work is being accomplished correctly and in conformance to the contract agreement. Administering the landscape maintenance and janitorial maintenance contracts takes more staff time than administering elevator and boiler maintenance.

6. Public convenience/customer satisfaction

The City might be able to show a cost savings if all our utility billing was contracted out. However, if the public has to call Los Angeles or gets bounced back and forth between the City and the private firm to resolve a problem, the inconvenience may not be worth the savings.

7. Internal convenience

If we had no ability to make minor repairs or modifications to equipment and buildings, staff would spend more time looking for someone to do the work than it would take to get it done.

PUBLIC WORKS DEPARTMENT

ADMINISTRATION

MISSION STATEMENT

Our mission is to provide administrative and management support for department divisions and ensure consistency with City policies and Council direction. This is accomplished under the guidance of the Public Works Department's mission and values.

ADMINISTRATION

The Public Works Department consists of the following four operating Divisions:

- Engineering
- Building and Equipment Maintenance
- Streets
- Water/Wastewater

Public Works Administration provides overall administrative and management support for these departmental divisions, as well as clerical support for Administration, Building Maintenance, and all areas of Engineering which include design, construction, traffic and development services.

Each Division within the Public Works Department is basically a department in itself. The Water/Wastewater Division is operated as two independent utility enterprise funds. The administrative staff coordinates the departmental functions and acts as liaison between the Public Works Department and other City departments in the overall operation of the City. The Director represents the City on numerous committees and coordinates and interacts with other governmental jurisdictions and private firms and organizations.

Administration establishes the departmental rules, policies and procedures; coordinates the submittal of the aggregate Public Works Department Operations and Maintenance Budget; prepares reports and studies requested by the City Manager and City Council; oversees labor compliance requirements for City contracts, works with the City Attorney in the acquisition of all City property, and develops the department's in-service safety and training programs.

The development and implementation of the annual Capital Improvement Program is also a major responsibility of Public Works Administration together with the Engineering Division.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$236,010	\$288,830	\$272,860	\$232,585	\$232,075
Employees	4	4	4	4	4

Major changes in the years listed below are due to:

1990-91 - Increase in equipment depreciation and salary adjustments.

1992-93 - Decrease is due largely to transfer of equipment maintenance expenses to Engineering.

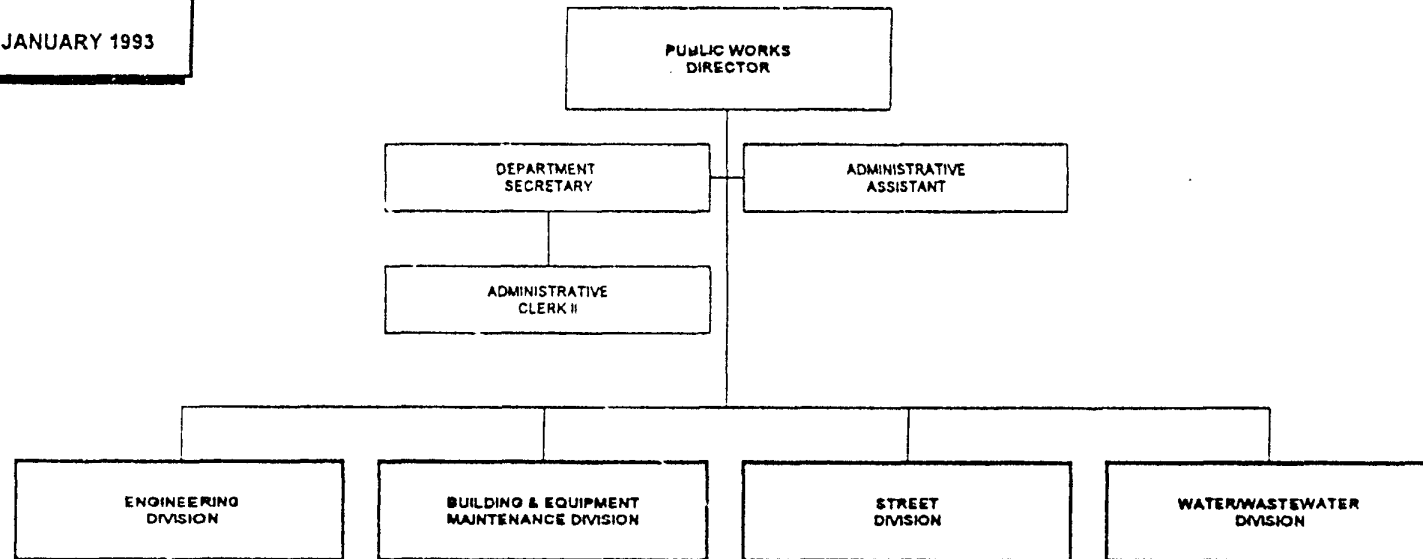
TOTAL PUBLIC WORKS DEPARTMENT

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$7,735,155	\$8,018,460	\$7,553,560	\$6,545,860	\$5,609,765
Employees	95	95	95	90	85

**PUBLIC WORKS
ADMINISTRATION
ORGANIZATION**

JANUARY 1993



**TOTAL AUTHORIZED FULL-TIME
DEPARTMENT POSITIONS
95**

**AUTHORIZED
FULL-TIME
POSITIONS
4**

ADMINISTRATION - COMPARABLE STAFFING
Full-Time Positions

AGENCY	Employees in Public Works Depart.	Assistant/ Deputy Director Positions	Administrative Analyst/Assist. Positions	Clerical Positions
Davis Pop. 50,000	99	1	2	8
Manteca Pop. 41,000	94	2	0	4
Roseville Pop. 51,000	130*	0	0	8
Tracy Pop. 40,000	105	2	1	8
Turlock Pop. 50,000	71**	1	0	5
Vacaville Pop. 70,000	130	2	3	11
Woodland Pop. 43,000	71	0	2	2
Average Pop. 49,000	100	1	1	6.5
LODI Pop. 53,000	95	0	1	4***

*This includes the Water and Wastewater Divisions' employees who are part of Environmental Utilities Department.

**Includes Utilities Department which is made up of the Water and Wastewater Division. This department has 45 employees including 3 clerical positions

***Two positions are shown under Administration and two are shown under Street Division.

7

PRIVATIZATION

Administration

ACTIVITY/PROJECT			
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Architectural Services			X
Copying/binding (large jobs)	X	X	
Office Equipment Maintenance			X
Property Appraisals			X
Right of Way and Property Acquisition		X	X

ADMINISTRATION

Cost Reductions and Revenue Enhancements

Cost Reductions

1. Eliminate Director's participation in League of California Cities Annual Conference, Transportation and Public Works Policy Committee and Program Committee. (Recommended) \$ 1,100
2. American Public Works Association Congress and Equipment Show (Director). Director to pay his own travel and per diem. Director is committed to attend due to his appointment to Education Foundation Board of Trustees and National Delegate representing Sacramento Chapter. (Consider if revenue enhancements are insufficient) \$ 1,200
3. Reduce general departmental training by 25%. (Consider if revenue enhancements are insufficient) \$ 1,000

Revenue Enhancements

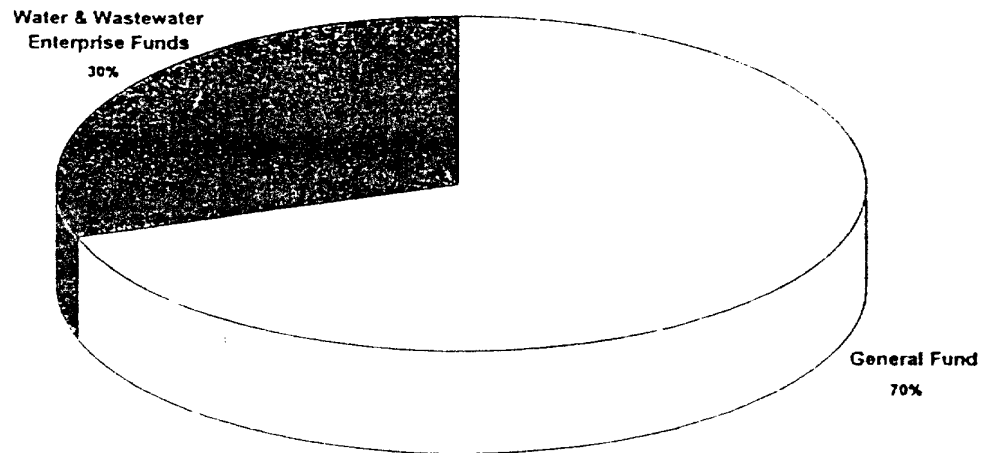
1. Charge full overhead (Public Works Administration and general City overhead) to "non-General Fund accounts". (Recommended) \$ 160,000 (approx.)

Public Works Administration is now funded 30% by the Water and Wastewater enterprise funds and 70% by the General Fund. If the appropriate portion of labor costs (see positions listed below), plus expenses and full City overhead, is allocated to the appropriate "non-General Fund accounts," General Fund reimbursements would be increased.

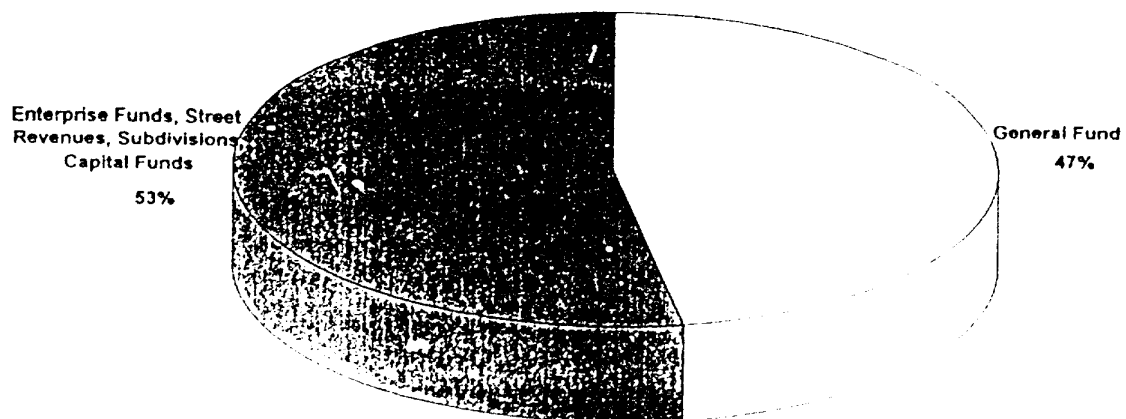
- Public Works Director (subdivisions, street revenues, enterprise and capital projects)
- Administrative Assistant (COG and street revenues, enterprise and capital projects)
- Department Secretary (subdivisions, enterprise, and capital projects)
- Administrative Clerk II (subdivisions and capital projects)

Administrative Funding

Present



Proposed (Adding Full Overhead)



PUBLIC WORKS DEPARTMENT

ENGINEERING

MISSION STATEMENT

Our mission is to apply professional civil engineering principles, standards and judgment in planning, designing and constructing City facilities. This is accomplished under the guidance of the Public Works Department's mission and values.

ENGINEERING DIVISION

The Engineering Division is responsible for planning, designing and constructing the City's street, water, wastewater and drainage systems in conformance with the General Plan and as outlined in the City's Capital Improvement Program. Master plans for water, wastewater, drainage and street facilities are developed and maintained by this Division. Street, parcel and utility system maps are also drawn and maintained by this Division.

The majority of Public Works projects designed by the Engineering Design Section are constructed under the formal bidding process. This necessitates the Division's preparation of specifications and contract documents, as well as providing inspection and contract administration for these projects. The Division also provides engineering services for other City departments, mainly Parks and Recreation Department. Such work is either done in-house or by outside consultants depending on the scope of the project. Work done by outside consultants is coordinated and reviewed by this Division.

The Division operates and maintains a microcomputer local area network supporting the Engineering Division, Public Works Administration and the Community Development Department. Drafting, mapping, word processing, spreadsheet, database and other specialized software is supported by this Division for the above personnel plus the Street, Water/Wastewater and Building and Equipment Maintenance divisions.

Final subdivision maps, parcel maps and off-site improvement plans for private developments are reviewed to ensure conformance to City standards and master plans. The Engineering Division is responsible for the inspection of private developers' off-site improvements and all street and underground improvements by other utility agencies installed under encroachment permits. Division issues encroachment permits for all work, activities, and major uses in the public rights of way and easements.

Legal descriptions needed for assessment districts, annexations, easement and street vacations, and the acquisition of rights-of-way, easements and property are prepared/reviewed by the Engineering Division.

The Engineering Division is also responsible for design of traffic control facilities within the City. This includes responding to public questions and complaints, the design, construction and inspection of traffic signals, and all studies and recommendations regarding loading zones, pedestrian crossings, school crossings, parking and no-parking zones, speed zoning and the installation of stop and yield signs.

The Division administers the City's Development Impact Mitigation Fee Program and coordinates development work with the City's Capital Improvement Program.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget*	\$788,130	\$642,740	\$630,630	\$572,775	\$490,065
Employees	15	15	15	15	15

Major increases in the years listed below are due to:

1989-90 - salary adjustments.

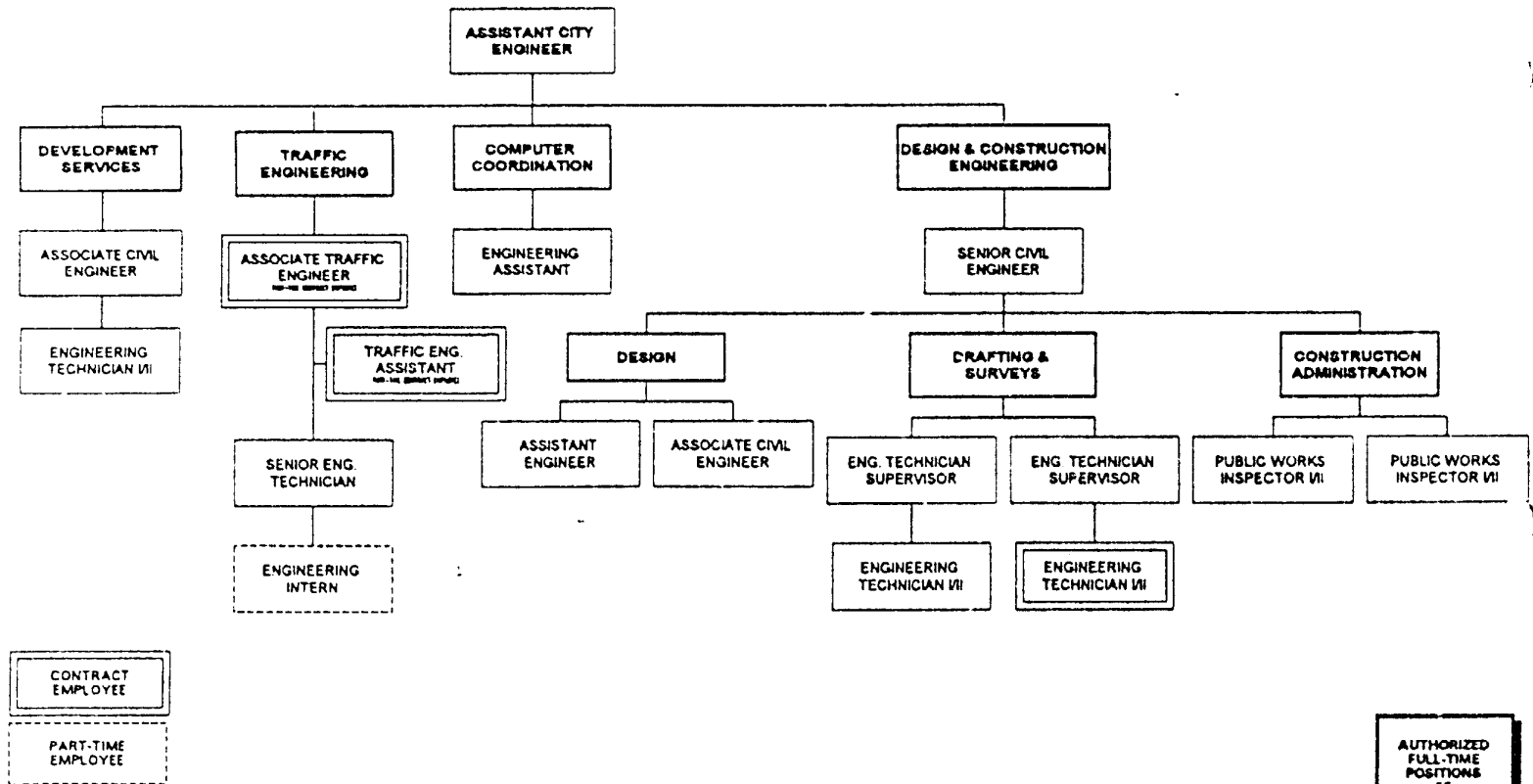
1992-93 - reallocation of Street, Storm Drain, Water and Wastewater engineering expenses from those divisions into this division and also inclusion of equipment maintenance expenses which were previously charged to Administration.

*Includes amounts budgeted for Capital Improvement Program engineering.

**ENGINEERING
DIVISION
ORGANIZATION**

JANUARY 1993

-16-



ENGINEERING - COMPARABLE STAFFING
Full-Time Positions

AGENCY	Total Engineering Positions
Davis Pop. 50,000	24
Manreca Pop. 41,000	9
Roseville Pop. 51,000	27
Tracy Pop. 40,000	17
Turlock Pop. 50,000	14
Vacaville Pop. 70,000	34
Woodland Pop. 43,000	17
Average Pop. 49,000	20
LODI Pop. 53,000	15

PRIVATIZATION

ENGINEERING

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Aerial Photography			X
Architectural Services			X
Blueprinting (large jobs)	X	X	X
Laboratory Material & Soils Testing			X
Office Equipment Maintenance			X
Property Surveying			X
Specialty Engineering/Studies		X	X
Traffic Signal Design (sometimes)		X	

ENGINEERING

Cost Reductions and Revenue Enhancements

Cost Reductions

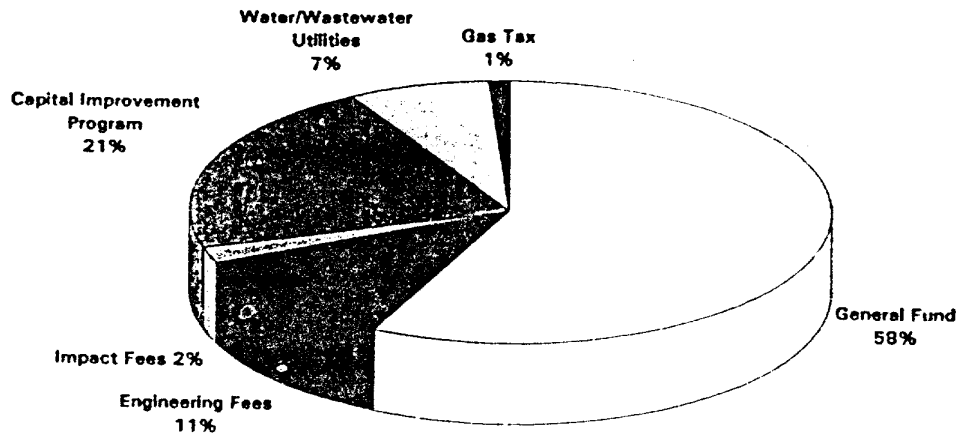
1. Leave anticipated 7/93 Engineering Technician (design section) vacancy unfilled. The annual cost of this position (salary plus benefits) is \$32,000. Since only approximately 40% of the work done by technicians in the design section is funded by the General Fund, the cost reduction is less. (The remainder is capital project and utility accounts.) This will mean a slowdown in capital project design and reduced services in mapping. (Not Recommended) \$ 14,000
2. Cancel contract with half-time engineer. The total annual cost of this half-time position (salary plus benefits) is \$20,000. Since approximately 40% of the work done by this person is funded by the General Fund, the cost reduction is less. This will mean a slowdown in capital project design and traffic engineering services. (Not Recommended) \$ 8,000

Revenue Enhancements

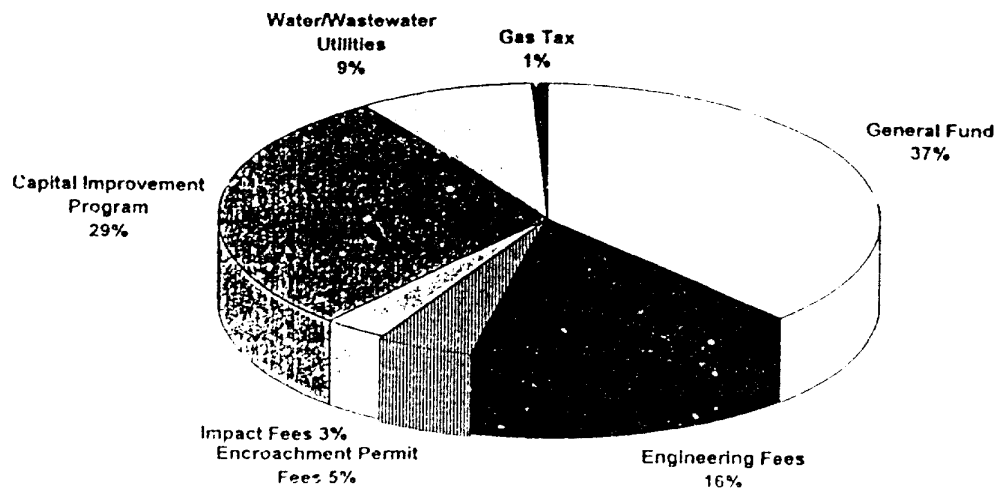
1. Establish an encroachment permit fee. The City of Lodi presently has no charge for permitting and inspection of work done by utilities and other private parties within the City right of way. Lodi is one of the few communities in California that has not established this type of fee. City staff could develop this fee schedule in house. The amount of revenue enhancement would vary with permit activity. (Recommended) \$25,000-\$50,000
2. Charge full overhead (Engineering, Public Works Administration and general City) to enterprise, capital and development impact fee funds. This would place the hourly rates of engineers and technicians on a more comparable bases with those in the private sector. However, our rates would still be lower than those in the private sector. (Recommended) \$170,000
3. Increase engineering fees to include full overhead. A study (which could be done in house) would be needed to make the appropriate adjustments to the sliding scale fee structure. The amount of revenue enhancement would vary with development activity. (Recommended) \$ 70,000
4. Charge for special curb markings. Many requests for curb markings or similar traffic controls are primarily for the benefit of a single property owner/parcel. While staff has reservations about "selling" traffic controls, there is some validity in asking the owner to pay for these benefits. A policy would need to be developed on this issue. (Not Recommended) \$ 1,000 or less

Engineering Division Funding

Present



Proposed (Adding Full Overhead)



PUBLIC WORKS DEPARTMENT

BUILDING & EQUIPMENT MAINTENANCE

MISSION STATEMENTS

Building Maintenance

Our mission is to manage and maintain City buildings in a professional and efficient manner, providing responsive service to all City departments. This is accomplished under the guidance of the Public Works Department's mission and values.

Equipment Maintenance

Our mission is to manage and maintain the equipment and vehicles for all departments. This is accomplished under the guidance of the Public Works Department's mission and values.

BUILDING AND EQUIPMENT MAINTENANCE DIVISION

The Building and Equipment Maintenance Division is responsible for the maintenance of City buildings and City vehicles and equipment. This Division actually functions as two separate units, each with its own responsibilities.

BUILDING MAINTENANCE - The Building Maintenance Section is responsible for the maintenance of most City buildings, totaling 186,000 square feet. Janitorial duties in City Hall, the Fire Prevention Building, Carnegie Forum, Public Safety Building, and the Municipal Service Center are carried out by a contract janitorial service administered by the Building and Equipment Maintenance Division. The Division is responsible for the general maintenance and repair of the heating, air conditioning and other electrical and mechanical systems within most City buildings, including the fire stations.

This Section performs, coordinates, and/or supervises minor construction and remodeling done on and in City buildings. Construction administration of large building remodel or construction projects, and coordination of that work with architectural firms, is the responsibility of this Division's Superintendent.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$426,825	\$450,845	\$407,635	\$407,635	\$323,115
Employees	2.5	2.5	2.5	2.5	2.5

Major increases in the years listed below are due to:

1989-90 - salary adjustments, additional costs of new Carnegie Forum, and addition of lease for new standby generator in Public Safety Building.

EQUIPMENT MAINTENANCE - This Division is responsible for the preventive maintenance program and repairs of vehicles and major equipment for all City departments, except for the Fire Department's larger apparatus trucks and the Parks and Recreation Department's small equipment (mowers, Cushman's, etc.). The maintenance garage is responsible for smog certifications on all City vehicles and inspection certification on Dial-A-Ride vehicles and heavy-duty trucks, per State regulations. The Division is also responsible for Clean Air Act regulations, alternative fuel issues and environmental and recycling requirements related to vehicles and equipment.

In addition to the maintenance function, the Division recommends the replacement schedules for equipment and prepares the specifications and contract bidding documents for the purchase of new City vehicles and equipment.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$737,990	\$1,015,620	\$998,235	\$851,570	\$665,800
Employees	7.5	8.5	8.5	8.5	7.5

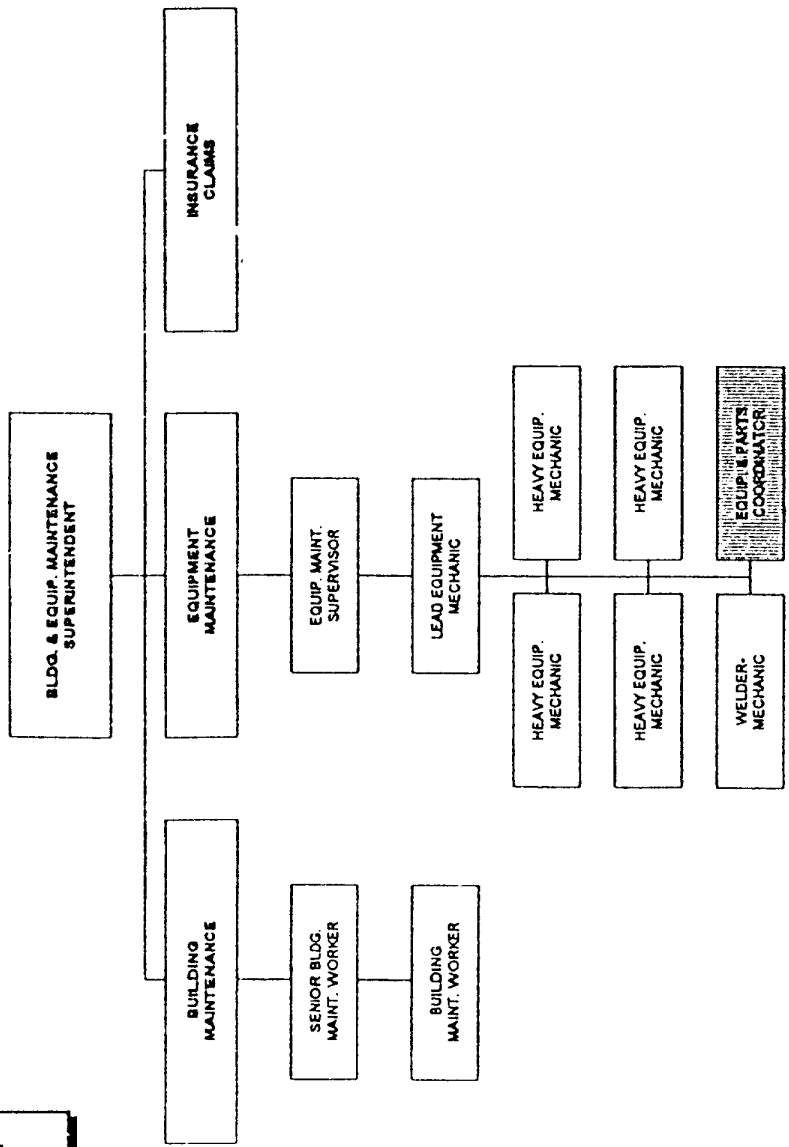
Major changes in the years listed below are due to:

1989-90 - Addition of Lead Mechanic position (partial year), salary adjustments, increases in material costs and usage and equipment depreciation and rebuilding of Public Works Hi-ranger.

1990-91 - Full-year cost of Lead Mechanic position and increase in equipment depreciation.

1992-93 - Elimination of Parts Coordinator position due to hiring freeze, elimination of all equipment depreciation, decrease in fuel cost and usage. These decreases were offset by increases due to salary adjustments and addition of Fire Department vehicle maintenance.

BLDG. & EQUIP. MAINTENANCE DIVISION ORGANIZATION JANUARY 1993



AUTHORIZED
FULL-TIME
POSITIONS
10

ELIMINATED BY
HIRING FREEZE

EQUIPMENT MAINTENANCE STAFFING COMPARISONS (EQUIPMENT-TO-PERSONNEL)

	Supervisor	Other Support Staff	Direct Shop Labor				Equipment Maintained			Equipment-to-Personnel Ratio		
			Mechanics	Service Worker	Licensed Vehicle	Non-Licensed	Total	Buses & Refuse Vehicle	Police	Fire	Overall	Direct Labor
DAVIS	1	1 Adm. Clerk (full-time)	4	0	200	12	212	yes	yes	yes	35.3	53
Total	6.00											
TRACY	1	1.25 Adm. Clerk (1 full-time plus 1 part-time @ 10 hr./wk.)	3	0	128	131	259	yes	yes	no	49.3	86.3*
Total	5.25											
MANITOWAGO	1	.25 to .375 Adm. Clerk (10-15 hr./wk. posting costs only) *Parts/computer position not filled when employee transferred last year.	4	0	150	20	170	refuse	yes	yes	32.4	42.5
Total	5.25											
VACAVILLE	1	.125 Adm. Clerk (5 hr./wk.) work order input only	3	2	230	45	275	no	no	yes	44.9	55
Total	6.125											
TURLOCK	1	0	4 1 lead mechanic	0	240	50	290	buses	yes	yes	48.3	58
Total	6.00											
ROSEVILLE	2	1.5 Adm. Clerk (1 full-time, 1 part-time)	12	3	400	150	550	yes	yes	yes	29.7	36.7
Total	18.50											
STOCKTON	5	1.125 - 1.5 Adm. Clerk (1 full-time, 1 part-time [4 - 20 hr./wk.], as needed)	22 - (2) = 20 (hiring freeze) 1 welder fabricator 1 body shop foreman	0	853	113	966	refuse	yes	yes	34.2	43.9
Total	28.25											
AVERAGE OF CITIES SURVEYED												
39.2 53.6 (w/Tracy) 37.5 48.2 (w/o Tracy)												
LODI	1.5	.5 Adm. Clerk (20 hr./wk.) *Parts Coordinator eliminated through hiring freeze last year when employee retired	4 .5 lead mechanic .75 welder mechanic**	0	274	102	376	no***	yes	yes	51.9	71.6
Total	7.25											

* Tracy only does servicing and minor repair work

** 25% time spend on non-equipment welding

*** Lodi will add buses in 1993/94

O:\DOCTOWN\SRV3.XLS
3/16/93

PRIVATIZATION

BUILDING MAINTENANCE

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Boiler Maintenance			X
Elevator Maintenance			X
Janitorial Maintenance	X		X
Landscape Maintenance	X		
Property Management		X	
Security Alarm Maintenance			X
Smoke Detection Maintenance (Jail)			X
Specialized Repair/Installation: carpet, painting/wallpapering, glass replacement	X		X

EQUIPMENT MAINTENANCE

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Aerial Lift Truck Maintenance/Certification			X
Glass Replacement			X
Large Tire Repair/Changing			X
Major Diesel Engine Repair/Rebuilding		X	X
Paint and Body Work			X
Radiator Repair			X
Transmission Repair			X

NOTE: Equipment Maintenance is currently evaluating privatization of vehicle and equipment maintenance.

BUILDING AND EQUIPMENT MAINTENANCE

Cost Reductions and Revenue Enhancements

Cost Reductions

Building Maintenance

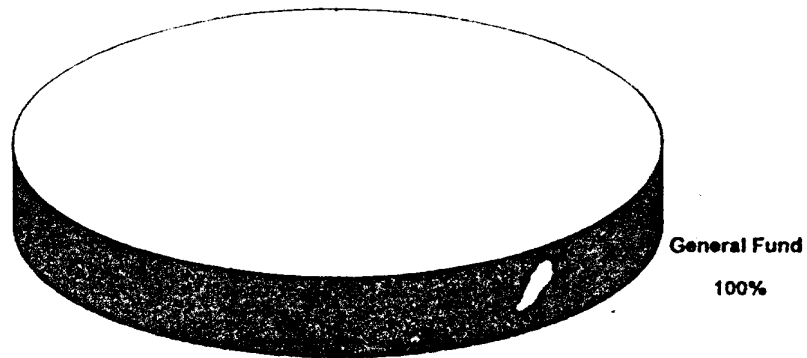
1. Evaluate the consolidation of the Building Maintenance functions \$?????
City wide. There may be a direct dollar savings but, at the minimum, there could be an increase in organizational efficiency. (Recommended)

Equipment Maintenance

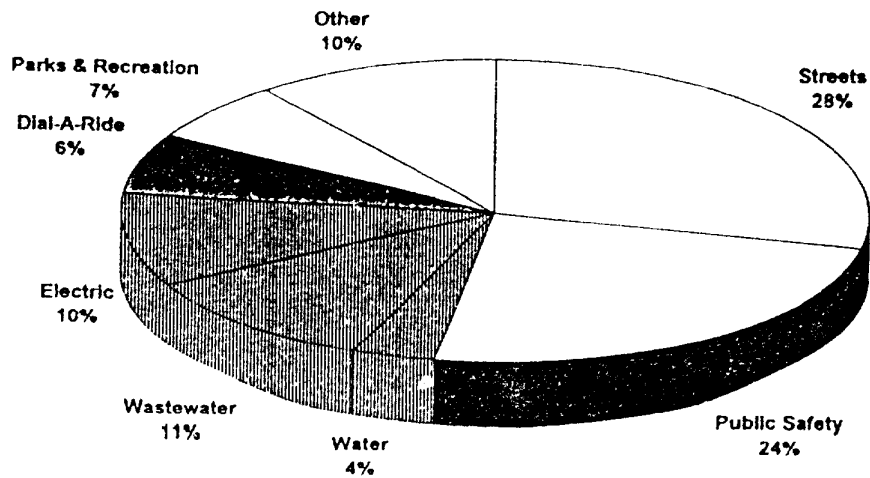
2. Evaluate a vehicle reduction program on a City-wide basis. \$?????
Evaluation would include review of total vehicles assigned, take-home vehicles, better utilization of motor pool and Council van, monthly car allowance, sharing of vehicles/equipment, etc. (Recommended)

7


Building Maintenance Funding



Equipment Maintenance Funding



LEGEND

-  GENERAL FUND
-  ENTERPRISE FUNDS
-  TRANSPORTATION DEVELOPMENT ACT (TDA) FUNDS

PUBLIC WORKS DEPARTMENT

STREET

MISSION STATEMENT

Our mission is to manage and maintain streets, curbs, gutters, sidewalks, City trees, traffic and street signs and markings, the storm drainage system and provide street cleaning services. This is accomplished under the guidance of the Public Works Department's mission and values.

STREET DIVISION

The Street Division is responsible for the maintenance of street systems and public parking lots and the operation and maintenance of the storm drain system.

Street Maintenance - This includes the general maintenance, repair, sealing and resurfacing of 156 miles of street and 16 miles of alley.

Curb, Gutter, and Sidewalk Maintenance - This includes inventory of all public sidewalks within the City, temporary repairs to all areas which could cause someone to trip and fall in order to reduce the City's liability, and administering the City's sidewalk repair program which removes and replaces sidewalks having an offset greater than 3/4 inch.

Street Tree Maintenance - This includes the maintenance of 4,940 trees (consisting of 56 different species) in parkways, tree wells, City building grounds and public parking lots. General maintenance consists of spraying, trimming, root surgery, and removal. The Division also administers and conducts an annual street tree planting program.

Street Cleaning - This includes sweeping over 320 miles of street curbs, 16 miles of alley and 19 public parking lots. Downtown parking lots are swept weekly; residential street curbs on a 12-working day frequency and, during leaf season, on a 10-day frequency; downtown commercial street curbs are swept 3 times per week and alleys are swept biannually.

Traffic Control - This includes installation and maintenance of 4,730 directional, regulatory, warning and street signs, painting of lane lines, crosswalks, pavement legends, parking stalls and curbs. The Division is also responsible for the signalized intersections and 4 overhead beacons; however, the electrical maintenance is provided by the Electric Utility Department.

Street Light Maintenance - The Street Division is responsible for funding the maintenance and power for the City's 4,030 streetlights. Actual maintenance is performed by the Electric Utility Department.

Storm Drain Maintenance - This includes the general maintenance of 102 miles of trunk lines, 1,515 manholes and 2,445 catch basins and the operation and maintenance of 14 pumping stations, 47 pumps and motors (5 hp to 50 hp) and 9 retention basins. The Division is also responsible for responding during storms to keep the drainage system functioning properly and ensuring that the pumping stations and retention basins, which are a crucial part of the system, are working to their full capacity.

Public Parking Lots - This includes the general maintenance, repair, sealing, resurfacing, cleaning and painting of parking stalls in 19 public parking lots.

The Street Division is also responsible for the supervision of the Municipal Service Center clerical staff, public right-of-way encroachment violations, graffiti abatement, administration of the Public Works landscape maintenance contract and maintenance of related irrigation systems, annual public right-of-way weed control program and the management of the Public Works radio system.

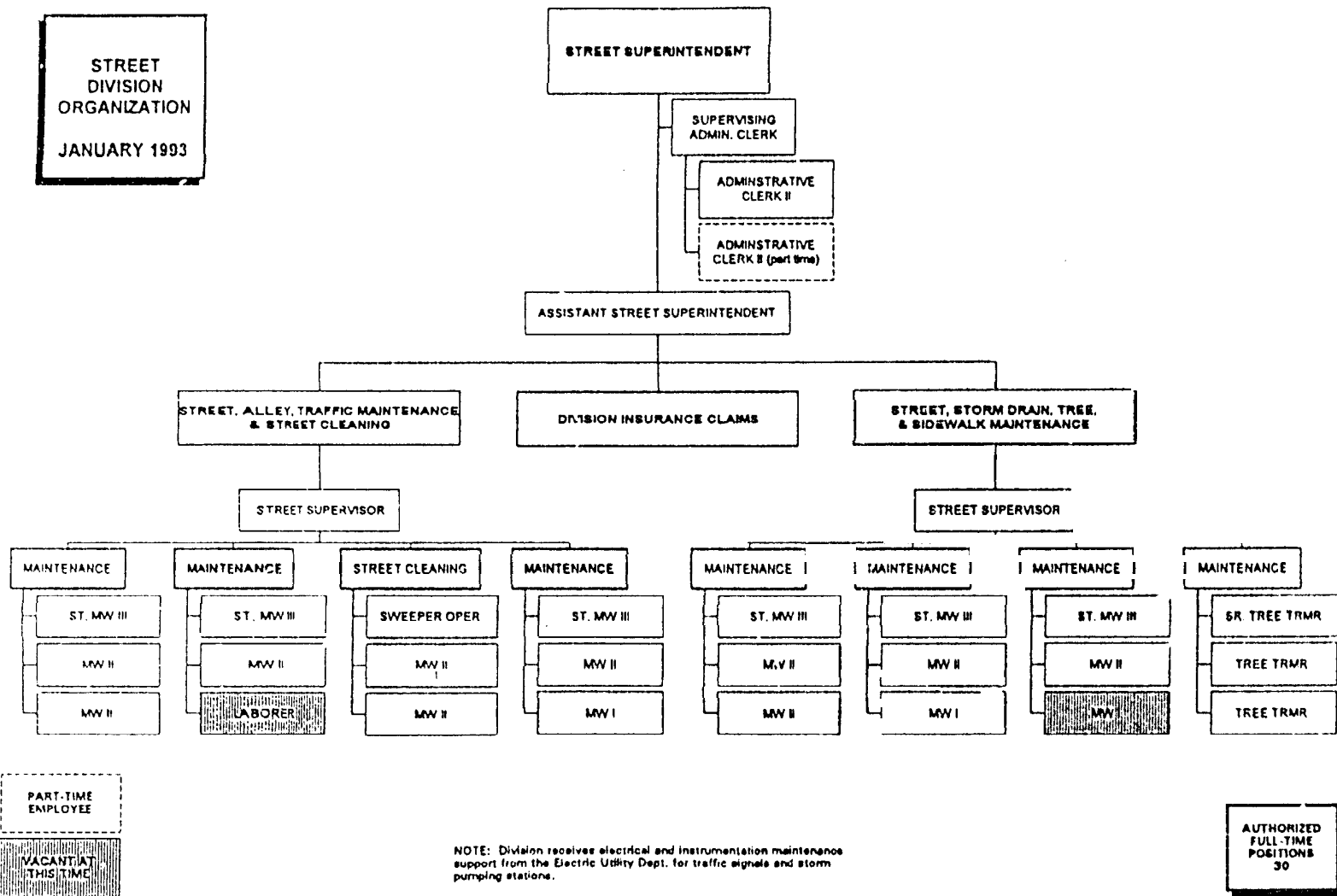
5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$2,366,320	\$2,397,820	\$2,208,100	\$1,935,415	\$1,729,320
Employees	30	30	30	27	26

Major increases in the years listed below are due to:

- 1989-90 - addition of a clerical position, addition of lease for another sweeper, increases in both equipment maintenance and street material costs;
- 1990-91 - new refuse disposal charges, additional electric usage, additional street engineering charges, addition of three laborer positions, additional material and equipment and salary increases;
- 1991-92 - additional electric usage, additional materials, and salary increases.

**STREET
DIVISION
ORGANIZATION**
JANUARY 1993



7

STREET - COMPARABLE STAFFING

In 1985, a survey of typical valley cities showed the average ratio of street miles to employees who strictly maintained streets was 12.6 miles per employee. This is an approximate method of measuring level of service similar to uniformed officers per 1,000 population is for police services. In 1985/86, using this ratio of 12.6 miles per employee as a desirable level of service, we justified adding 2 street maintenance workers. Three additional street maintenance personnel were added in 1990/91 in order to maintain this level of service.

Based on our present 172 miles of streets and alleys and 12.5 authorized street maintenance personnel, our current ratio is 13.8 miles per employee. The 12.5 authorized street maintenance personnel does not include employees performing functions such as tree trimming, street cleaning, traffic painting, sidewalk replacement, etc. There are presently 2 vacant positions in street maintenance personnel. Since these positions are funded with Street dollars, they would normally be filled even though there's a hiring freeze in place. However, since other maintenance positions in the City may be eliminated, we feel it is prudent not to fill these vacant positions until the budget is prepared. If the 2 existing vacant positions were not filled, the ratio would increase to 16.4 miles per employee. However, when these 2 vacant Street positions are filled, we will be able to provide nearly the same level of service and street maintenance as we provided in 1985. To actually reach the desirable level of service of 12.6 miles per employee, the City would have to add one additional street maintenance worker.

PRIVATIZATION

STREET

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Answering Service (Emergency Calls after Midnight)	X		
Concrete Work	X		X
Discing undeveloped retention basin property			X
Landscape Maintenance	X		
Lane-line Painting			X
Preparing Required Herbicide Use Program			X
Root Grinding			X
Slurry Seal and Chip Seal Application			X
Tree Insecticide Spraying/ Injecting			X
Two-way Radio Maintenance			X
Weed Spraying of Frontage Road Drainage Ditch	X		X

NOTE: Street Division will be evaluating privatization of painting crosswalks, pavement legends, parking stalls and curbs.

STREET

Cost Reductions and Revenue Enhancements

Cost Reductions

1. Defer mercury street light conversion program. \$ 33,000

The 1992/93 budget includes \$33,280 in the Streets (General Fund) budget for converting 241 mercury street lights to sodium vapor lights, thus saving energy costs. This approximate amount is budgeted annually. The payback is just under 5 years. Although not recommended for all future years, this deduction is reasonable for this next year. (Consider if revenue enhancements are insufficient)

2. Eliminate graffiti removal program. \$ 11,000
(Consider if revenue enhancements are insufficient)

3. Eliminate residential street cleaning. \$ 55,000
(Consider if revenue enhancements are insufficient)

However, continue City-wide leaf season pickup and downtown, commercial, industrial, and parking lot sweeping.

4. Eliminate entire street cleaning program. \$220,000
(Consider if revenue enhancements are insufficient)

Revenue Enhancements

1. Minimize Maintenance of Effort. (Recommended) \$397,000

With the passing of State Proposition 111 and the San Joaquin County Measure K, a Maintenance of Effort (MOE) requirement was implemented. Proposition 111 and Measure K provided public agencies with additional dollars for street maintenance and construction. Since most agencies use both General Fund and street dollars for the total funding of their street maintenance and construction needs, an MOE requirement was implemented in order to ensure that all of the new street dollars passed by the voters would actually be used on streets. It requires that the average amount of General Fund dollars used for streets during 1987/88, 1988/89 and 1989/90 be maintained. Lodi's MOE amount is \$1,403,800. This is the amount of General Fund funding that must be maintained from year to year. If an agency is using more General funds for streets than is required by their MOE amount, the agency may reduce the amount to that of the MOE requirement. In the 1992/93 budget, Lodi is using \$1,801,300 of General funds on the street system. Therefore, \$397,500 in street dollars could be used to enhance the General Fund. However, these dollars are currently budgeted for capital projects in our long-range street program; therefore, we would have to eliminate some proposed street projects.

2. Establish a storm water utility. (Recommended) \$360,000

The Public Works Department feels strongly that a storm water utility should be established. This will be the subject of the May 4, 1993, shirtsleeve session. With the new EPA restrictions on storm water discharge, this amount could easily double in the next 2 or 3

years. Because of the future discharge requirements to local agencies, it is reasonable to include City-wide street cleaning in the storm water utility. If these two services were combined in an enterprise fund, the City could recoup at least \$360,000, plus City overhead. This would amount to roughly \$1.50 per parcel per month. If this concept is to be considered, we recommend a consultant be retained to develop the appropriate charge per parcel (based on size, zoning, street frontage and storm runoff volume) and to help promote the concept to the public.

3. Establish a City-wide street cleaning maintenance district. \$220,000
(Not Recommended)
4. Evaluate establishing a streetlight maintenance district. \$370,000
(Consider if revenue enhancements are insufficient)

Presently, all citizens are paying for streetlights even though many do not have streetlights on their streets. If a district was formed, these costs would be spread to those who actually are receiving benefit. It would be recommended that a consultant be retained to develop the district and appropriate charges. This would have to be done under the Street Lighting and Landscaping Act of 1972. It would require a vote of landowners within the City limits.

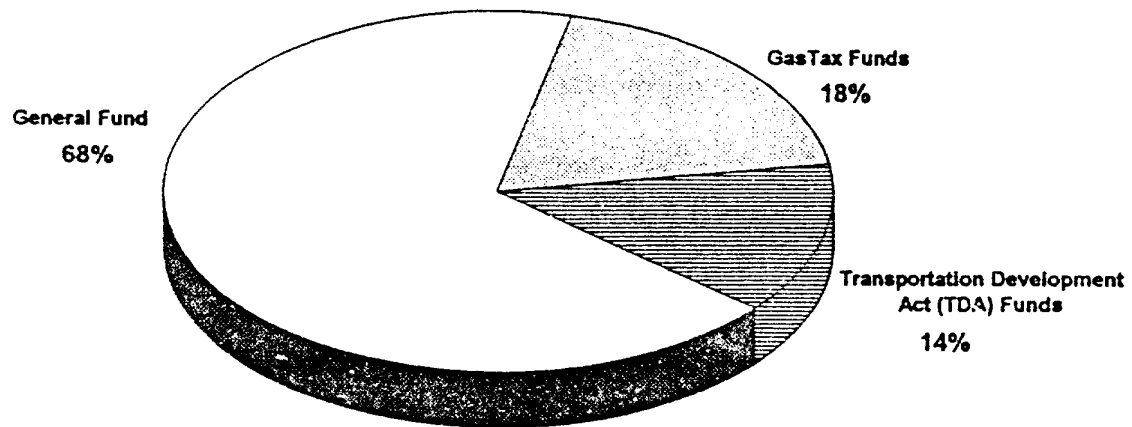
5. Evaluate charging new subdivisions for street cleanup. \$ 10,000
(Recommended)

After a subdivision is accepted, and until there is approximately 60% buildup, the City incurs a major cost in additional street cleaning. This cleaning includes the streets and storm drains due to dirt and construction material which leaves the undeveloped sites and ends up in the curb and gutter or storm drain system. We could charge the developers on a time-and-material basis or require a maintenance deposit to cover this work which is required by City forces.

6. Charge full overhead on billings to City's Enterprise Funds \$ 9,000
(Water, Wastewater and Electric Utility) for cost of trench paving and repair. Charges made should be credited back to the Street Division, which is now not being accomplished.
(Recommended)
7. Charge full overhead on billings for damage to City property. \$ 1,000
(Recommended)

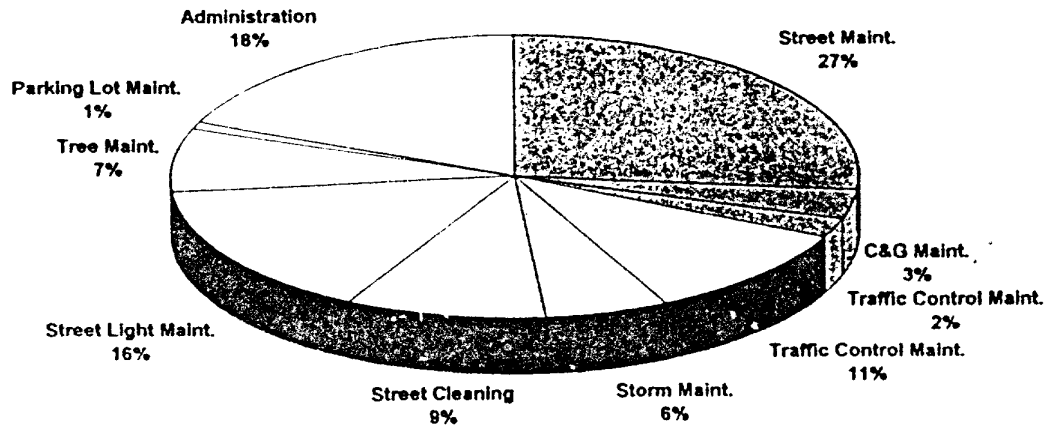
These billings include cleanup of hazardous spills and damage to signs, traffic signs, fences and trees which are all normally paid by insurance companies.

Street Division Funding - Present

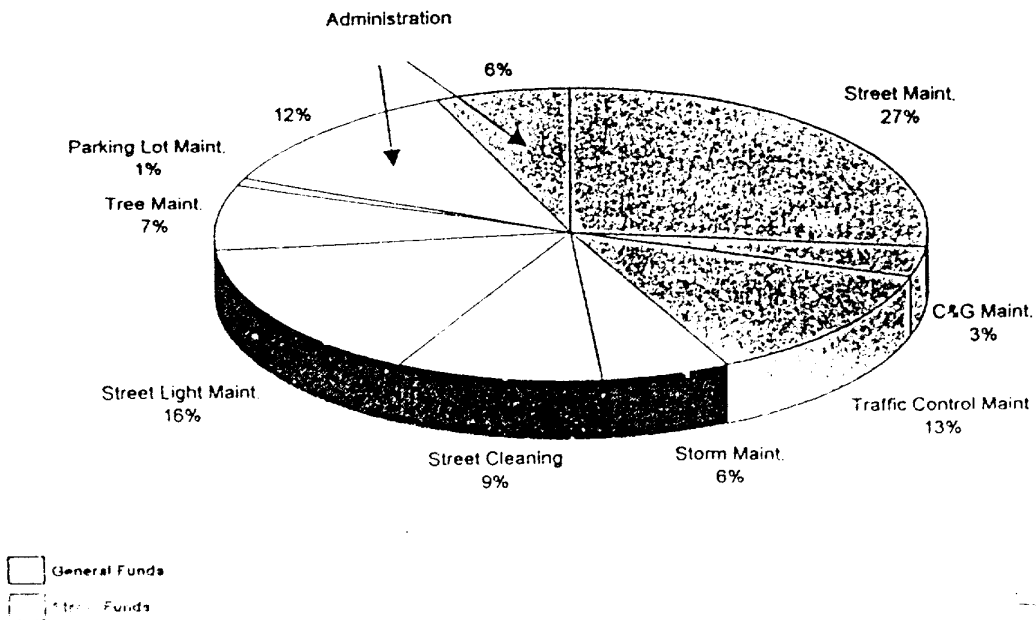


Street Division Funding

Present



Future - Minimizing Maintenance of Effort (MOE)



PUBLIC WORKS DEPARTMENT

WATER/WASTEWATER

MISSION STATEMENTS

Water

Our mission is to manage and deliver a reliable supply of safe drinking water to meet the residential, commercial, industrial and fire protection needs of Lodi. This is accomplished under the guidance of the Public Works Department's mission and values.

Wastewater

Our mission is to provide quality wastewater services and promote a healthier environment through collection, treatment, reuse, and disposal of wastewater generated by the City of Lodi. This is accomplished under the guidance of the Public Works Department's mission and values.

WATER/WASTEWATER DIVISION

The Water/Wastewater Division is responsible for the operation and maintenance of the Water Utility and the Wastewater Utility. The personnel working in these two utilities have overlapping duties and responsibilities.

WATER UTILITY

This Division operates the water utility which provides potable water to 23,000 residential, commercial, and industrial customers. The Water Utility is also responsible for providing water for adequate fire flows and pressures to the City's fire hydrants, private fire suppression systems, and private on-site hydrants.

All of Lodi's water is pumped from the groundwater table. This Division provides this water by operating and maintaining 23 water wells and related equipment which includes standby generators, chlorination systems, sand separators, one elevated water tank, and one granulated activated carbon filtration system.

These wells deliver from 1,300 to 2,200 gallons per minute and have a total capacity of over 50 million gallons per day. The water is distributed through water mains ranging in size from 2 inches to 14 inches in diameter. Water crews are responsible for the operation, maintenance and repair of the 196 miles of water mains, 23,000 customer services, 3,400 water valves, and 1,600 fire hydrants.

This Division routinely monitors water at each well and throughout the distribution system to ensure that State and EPA water quality requirements are met. The Division must also review, research and be familiar with all new State and EPA regulations and legislation, available loans and grants, and new treatment system concepts, etc., all of which is changing on a daily basis. The Division is responsible for the administration, coordination, and implementation of all activities related to Lodi's dibromochloropropane (DBCP) dilemma. This includes staffing the Mayor's DBCP Committee and meeting and coordinating the efforts of the City Attorney, outside legal counsel, local legislators, along with State and EPA staff.

Since 1976, the Division has also managed the highly successful water conservation program which has more than offset its costs with electrical pumping cost savings.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$1,154,690	\$1,203,630	\$1,094,955	\$919,800	\$765,765
Employees	12	12	12	12*	10

Major changes in the years listed below are due to:

1989-90 - increases in electrical power costs and mandated testing of water wells.

1990-91 - increases in electrical power cost and repair needs at wells, reallocation of labor and salary adjustments and mandated quarterly DBCP notices, addition of 50% of new Assistant Water/Wastewater Superintendent's salary.

1991-92 - increases in electrical power cost, new state mandated annual fee by the Department of Health Services, shifting a larger percentage of Assist. Water/Wastewater Superintendent's salary from wastewater enterprise to water enterprise and increased part-time staff for stepped-up Water Conservation Program.

1992-93 - decreases in usage and cost of electrical power, decrease in materials and supplies, elimination of equipment depreciation, and transfer of engineering expense to the Engineering Division. However the decreases were offset by increases in costs for DBCP expenses and increased labor costs.

*The addition of a two-person meter installation crew was budgeted in the Capital Improvement Program and is not reflected in the Operating Budget.

WASTEWATER UTILITY

WASTEWATER COLLECTIONS - This Division operates the wastewater utility which is responsible for collecting and conveying the domestic and industrial wastewater to Lodi's White Slough Water Pollution Control Facility. The collection system includes 162 miles of wastewater mains ranging in size from 6 inches to 48 inches, 10 miles of 30-inch industrial waste outfall line, 3,600 manholes, 1 industrial waste

and 7 domestic pumping stations, and 23,000 wastewater service laterals. The maintenance staff is responsible for the operation, maintenance and repair of these facilities. Maintenance is determined, scheduled and performed using a computerized preventative maintenance program.

The maintenance program consists of systematic rodding, hydrocleaning, smoke testing and TVing wastewater mains throughout the City. Additionally, the maintenance staff inspects, by TVing, all newly installed wastewater and storm lines installed by contractors. The Division responds to all customer complaints, and installs, repairs and replaces customers' wastewater service laterals as required.

5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$452,460	\$521,385	\$573,750	\$370,195	\$284,210
Employees	10	10	10	8	8

Major changes in the years listed below were due to:

- 1989-90 - increases in utility expenses, i.e., electricity, phones, etc., and materials and supplies, reallocation of labor and salary adjustments.
- 1990-91 - addition of sewer maintenance crew, and increases in equipment depreciation, reallocation of labor, salary adjustments, and addition of 50% of new Assistant Water/Wastewater Superintendent's salary.
- 1991-92 - decreases resulted from shifting Assistant Water/Wastewater Superintendent's salary from wastewater to water enterprise, reduction in equipment depreciation, and shifting staff time to water (DBCP).
- 1992-93 - decrease was due to transferring engineering expenses to the Engineering Division, and elimination of equipment depreciation.

WASTEWATER TREATMENT - This Division operates a wastewater utility which is responsible for the operation, maintenance and repair of the City's White Slough Water Pollution Control Facility located south of Highway 12, off of Thornton Road. This wastewater treatment plant was originally constructed in 1967 with a treatment capacity of 3.5 million gallons per day (MGD) and its most recent expansion was completed in 1992 providing a current capacity of 8.5 MGD. This facility presently processes and treats an average flow of 5.8 MGD or 2,100 million gallons per year. During the spring, summer and fall months, the treated effluent is combined with 260 million gallons a year from the City's industrial system and is used for irrigation of feed and fodder crops and permanent pasture on the City's property which totals 1,040 acres. During the winter months, the effluent is discharged directly into the San Joaquin delta.

The Facility is staffed 7 days a week, 16 hours a day. The City's State-licensed plant operators, together with the plant maintenance personnel, are responsible for ensuring that all treated wastewater generated by the City of Lodi is properly treated to conform to the requirements of our State of California discharge permit prior to land irrigation or discharge to the delta.

This Division staffs and operates a State-certified laboratory at the White Slough Facility. The laboratory is responsible for measuring and testing the influent, the treatment plant process, the quality of the effluent, industrial flows under the pretreatment program, and groundwater and delta water quality to ensure compliance with the mandated requirements of the State and Federal agencies. The laboratory personnel tests industrial discharges for compliance with City ordinances and State and EPA mandates, and calculates monthly and annual wastewater service charges for industrial users. The laboratory also performs weekly bacteriological testing on the City's water system and administers and enforces the City's cross-connection control program as required by the State Department of Health Services and EPA.

5-YEAR BUDGET/EMPLOYEES

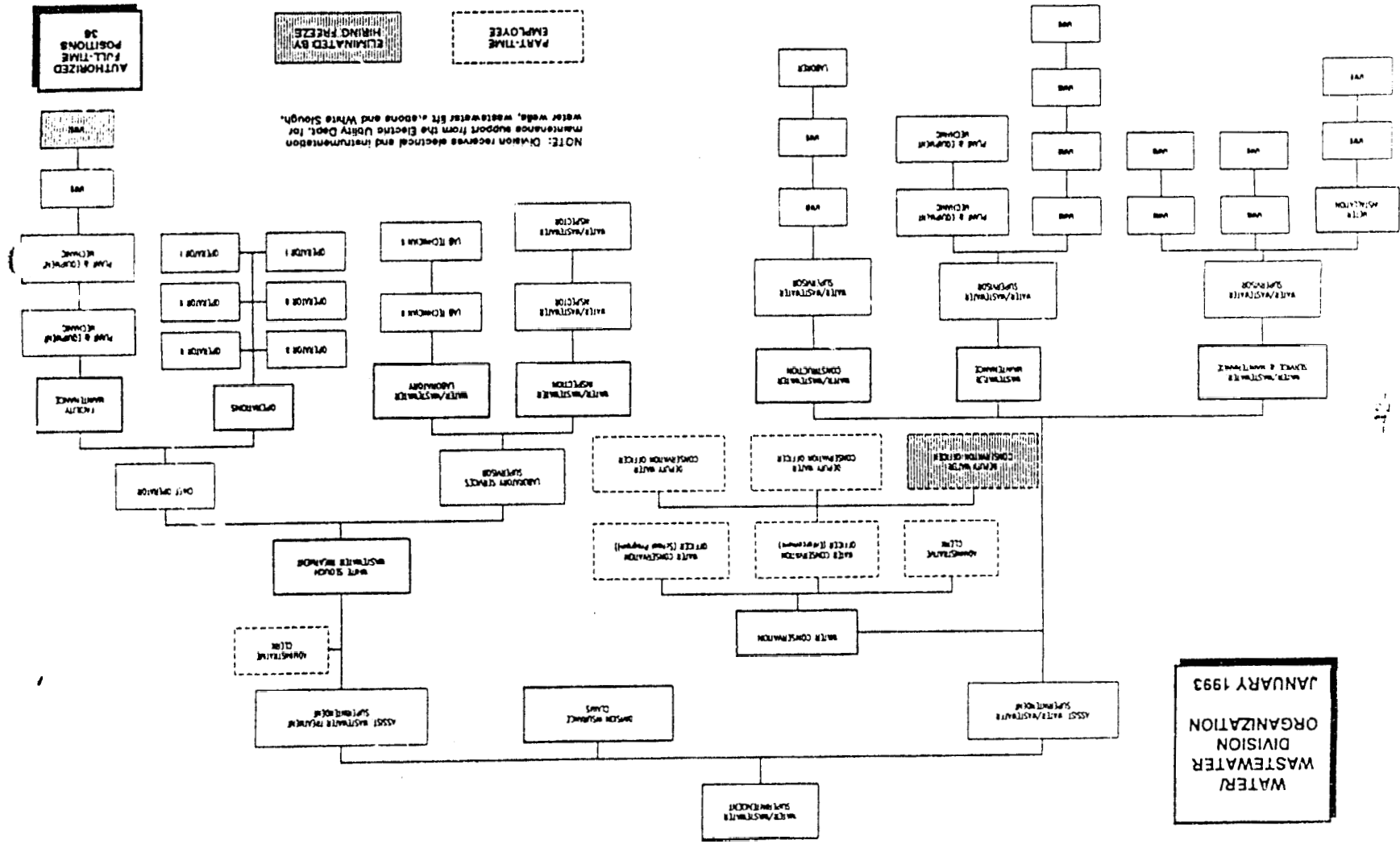
	92-93	91-92	90-91	89-90	88-89
Budget	\$1,222,360	\$1,166,190	\$1,050,960	\$889,010	\$804,330
Employees	14	13	13	13	12

Major increases in the years listed below were due to:

- 1989-90 - electrical power costs and materials and supplies, addition of Wastewater Operator position and 75% of new Water/Wastewater Inspector position.
- 1990-91 - additional usage and cost of electrical power; additional material, supply and service needs; and salary adjustments.
- 1991-92 - additional electrical power costs; additional material, supply and service needs; and salary adjustments.
- 1992-93 - The overall increase was due to increase in labor costs and one-time purchase of tools and specialty equipment which was offset by decreases in electrical usage and costs and a decrease in supplies, materials and service needs.

TOTAL WASTEWATER UTILITY 5-YEAR BUDGET/EMPLOYEES

	92-93	91-92	90-91	89-90	88-89
Budget	\$1,674,820	\$1,687,575	\$1,624,710	\$1,259,205	\$1,088,540
Employees	24	23	23	21	20



STAFFING OF COMPARABLE OPERATIONS

<u>CITY</u>	<u>WATER</u>	<u>WASTEWATER COLLECTION</u>	<u>WASTEWATER TREATMENT</u>	<u>TOTAL</u>
<u>Davis</u> Pop. 50,000 Flow: 5.0 MGD	25 employees	8 employees	13 employees	46
<u>Manteca</u> Pop. 41,000 Flow: 4.7 MGD	11 employees	4.5 employees	11.5 employees	27
<u>Tracy</u> Pop. 40,000 Flow: 6.5 MGD	20.5 employees	9 employees	15.5 employees	45
<u>Turlock</u> Pop. 50,000 Flow: 9.0 MGD	15.5 employees	9 employees	15.5 employees	40
<u>Vacaville</u> Pop. 70,000 Flow: 7.5 MGD	24.5 employees	11 employees	24.5 employees	60
<u>AVERAGE</u> Pop. 50,200 Flow: 6.5 MGD	19.3 employees	8.3 employees	16 employees	43.6
<u>Lodi</u> Pop. 53,000 Flow: 5.3 MGD	12 employees	10 employees	14 employees	36

Legend:
Pop. - Population
MGD - Million Gallon per Day (Flow at Wastewater Treatment Plant)

STAFFING OF COMPARABLE OPERATIONS

<u>CITY</u>	<u>WATER</u>	<u>WASTEWATER COLLECTION</u>	<u>WASTEWATER TREATMENT</u>	<u>TOTAL</u>
<u>Davis</u> Pop. 50,000 Flow: 5.0 MGD	25 employees	8 employees	13 employees	46
<u>Manteca</u> Pop. 41,000 Flow: 4.7 MGD	11 employees	4.5 employees	11.5 employees	27
<u>Tracy</u> Pop. 40,000 Flow: 6.5 MGD	14.5 employees*	9 employees	15.5 employees	39
<u>Turlock</u> Pop. 50,000 Flow: 9.0 MGD	15.5 employees	9 employees	15.5 employees	40
<u>Vacaville</u> Pop. 70,000 Flow: 7.5 MGD	18.5 employees*	11 employees	24.5 employees	54
AVERAGE Pop. 50,200 Flow: 6.5 MGD	16.9 employees	8.3 employees	16 employees	41.2
<u>Lodi</u> Pop. 53,000 Flow: 5.8 MGD	12 employees	10 employees	14 employees	36

Legend:

Pop. - Population

MGD - Million Gallon per Day (Flow at Wastewater Treatment Plant)

*Employees operating water surface treatment facility not included in this total.

PRIVATIZATION

WATER

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Answering Service (Emergency Calls after Midnight)	X		
Collection Agency	X	X	
Laboratory Work (specialized)			X
Landscape Maintenance	X		
Miscellaneous Concrete Work	X	X	

WASTEWATER

ACTIVITY/PROJECT	Reason for Contracting Out		
	Dollar Savings	Existing Workload or Time Restraints	Lack of Expertise or Equipment
Answering Service (Emergency Calls after Midnight)	X		
Boiler Maintenance			X
Collection Agency	X	X	
Laboratory Work (specialized)			X
Landscape Maintenance	X		
Miscellaneous Concrete Work	X	X	
Security Alarm Maintenance			X
Weed Abatement at White Slough	X		

NOTE: Wastewater Utility is currently evaluating privatization of our collection system preventative maintenance program.

WATER

Cost Reductions and Revenue Enhancements

Cost Reductions

1. Eliminate meter retrofit program. Under this program, a two-person meter crew installs meters on all commercial and industrial services. (Not Recommended) \$110,000
2. Require a water meter installation as a condition of any sale of property in the City of Lodi. The State now requires that all new water services be metered. The State will ultimately mandate all water agencies to retrofit all existing residential with a water meter. The City is presently metering, at its cost, all existing commercial and industrial water services. A policy statement in the City's existing General Plan reads, "The City shall develop a program for metering all existing residential uses." \$180,000

Depending on whether it's a newer home (1975-1992), where a meter box already exists, or an older home, water meter installations cost the City between \$200 and \$600. In the last 12 months, there were 468 residential transactions. Assuming an average cost of \$400 per installation, and 450 sales of unmetered parcels per year, the City could save \$180,000 per year toward future meter retrofit costs. (Recommended)

Revenue Enhancements

1. Charge full overhead on billings for damage to City property. These billings include damage to fire hydrants, meter boxes, etc., which are normally paid by car insurance companies. (Recommended) \$ 2,000

WASTEWATER

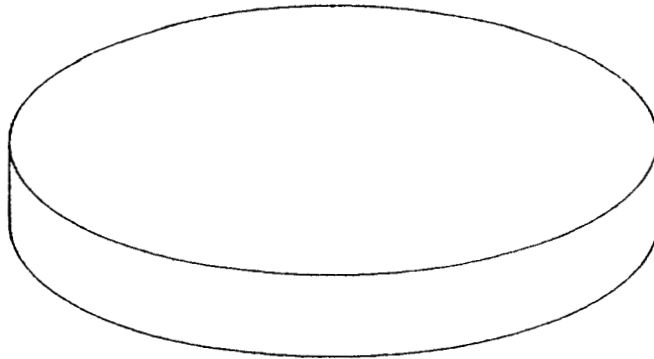
Cost Reductions and Revenue Enhancements

Cost Reductions

1. Require a sewer cleanout installation as a condition of any sale of property in the City of Lodi. This would bring sewer lateral up to current standards, reduce time field personnel take to determine location of sewer problem, and will reduce cost to new owner if their sewer lateral becomes clogged. (Recommended) \$???
2. Eliminate preventative maintenance sewer cleaning crew. This crew was established by the City Council in 1990-91 to provide routine preventative maintenance to the wastewater collection system. Since 1989, the callouts for clogged sewers has been reduced 40% and claims filed against the City has gone from 9 to zero in 1992 and to date in 1993. (Not Recommended) \$ 70,000

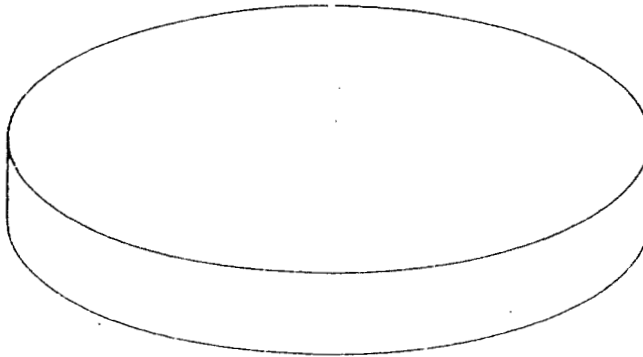
Water/Wastewater Funding

Water



Water Fund
100%

Wastewater



Wastewater Fund
100%